

### **ROOTS & WINGS**

Give a child roots to grow and wings to fly



Santa Cruz, California

### Goals

- Recruit concurrent and adoptive resource families
  who are reflective of children in foster care.
- Ensure resource families are satisfied with services and support.
- Ensure children are transitioned to permanent homes in a timely manner.



## Project Structure

- Bi-monthly meetings between Project Manager and contracted staff to direct recruitment, retention and permanency efforts
  - Full time Resource Family Specialist-recruitment
  - 2 Full time Resource Family Liaisons-retention/support
  - □ ½ time Permanency Partner-child specific permanency
- Internal Operations meetings-held monthly and include key Child Welfare staff and evaluators
  - Staff newsletter ("News from the Nest") informing staff of project accomplishment and results

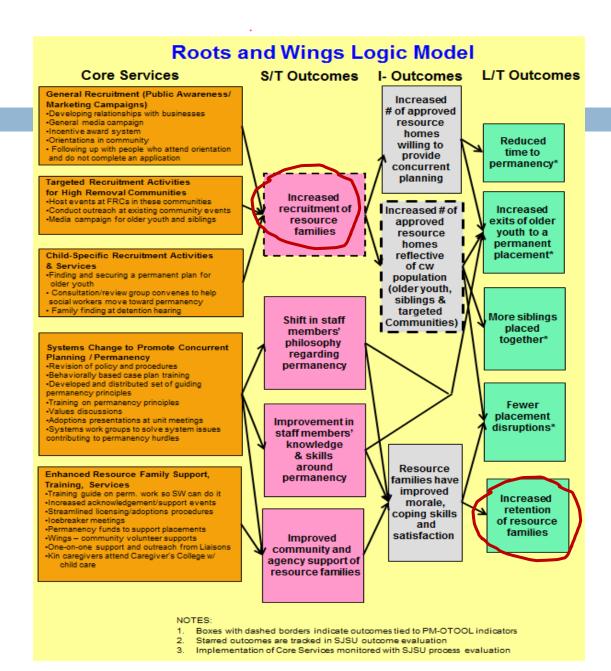
## Project Structure

- Community Advisory Committee-provides input and feedback
  - Ad hoc committees-meet as needed; issue or task focused and limited time commitment
  - On-going activities-assist with outreach and recruitment of adoptive/foster parents and goods and services for foster youth
- Systems Improvement Committee (SIP)-made up of resource parents and key policy and program directors who oversee the Child Welfare System Improvement Plan

#### **Roots and Wings Logic Model** Core Services S/T Outcomes I- Outcomes L/T Outcomes General Recruitment (Public Awareness/ Increased Marketing Campaigns) # of approved Developing relationships with businesses General media campaign resource Incentive award system homes Orientations in community Reduced willing to Following up with people who attend orientation time to provide and do not complete an application permanency\* concurrent planning Targeted Recruitment Activities for High Removal Communities Increased ·Host events at FRCs in these communities Conduct outreach at existing community events recruitment of Increased#of Increased Media campaign for older youth and siblings resource approved exits of older families vouth to a resource permanent homes Child-Specific Recruitment Activities reflective placement\* & Services of cw ·Finding and securing a permanent plan for population older youth (older youth, · Consultation/review group convenes to help siblings & social workers move toward permanency Family finding at detention hearing targeted More siblings Shift in staff Communities) placed members' together\* philosophy Systems Change to Promote Concurrent regarding Planning / Permanency ·Revision of policy and procedures permanency Behaviorally based case plan training Developed and distributed set of guiding permanency principles Training on permanency principles Fewer Values discussions placement ·Adoptions presentations at unit meetings Improvement in disruptions\* Systems work groups to solve system issues staff members' contributing to permanency hurdles knowledge & skills around Resource Enhanced Resource Family Support, permanency families have Training, Services improved ·Training guide on perm. work so SW can do it Increased Increased acknowledgement/support events morale. retention ·Streamlined licensing/adoptions procedures coping skills Icebreaker meetings of resource and .Permanency funds to support placements families satisfaction Wings – community volunteer supports Improved .One-on-one support and outreach from Liaisons community and ·Kin caregivers attend Caregiver's College w/ agency support of child care resource families NOTES: Boxes with dashed borders indicate outcomes tied to PM-OTOOL indicators

- Starred outcomes are tracked in SJSU outcome evaluation
- 3. Implementation of Core Services monitored with SJSU process evaluation





#### ETO Database



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Data from CSSR at UCB



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**On-line** survey for staff



- Implementation of Core Services monitored with SJSU process evaluation

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Mail survey of resource parents

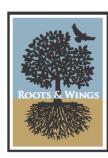


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Data source under development



- Full time community based Resource Family
  Specialist dedicated to recruitment
- Community Collaboration
  - Sheriff's Department and CalWorks offering community rooms for orientations
    - Youth speaking at orientations
  - Advisory board outreach training (as co-presenters) to assist with educating the community as to the current status of foster children waiting for forever homes, soliciting donations to help foster children and recruiting potential adoptive/foster parents and volunteers

#### Community Collaboration

- 20 outreach efforts per month asking to conduct a recruitment presentation (hand out our brochures and orientation flyers)- service clubs, schools, churches, businesses
- Partnership with Businesses
  - Usage of Empty Buildings-window displays
    - A lumber and a paint company have donated supplies to create the window displays
  - Marquee
    - In front of a popular paint store on one of the busiest roads in town



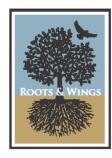
- Community Collaboration (continued)
  - Partnerships with Businesses
    - Local TV station- creation of ads, Adopt Us Kids ads as PSA's, Project Santa, and assistance with media coverage when needed
    - Community television- interviewed adoptive/foster parents
    - Assist International and Driscoll's- donated goods and money
    - Local bookstores and local libraries- orientation flyers, bookmarks, displays of artwork by foster youth
    - Appreciation plaques given to hang in businesses



- Recruitment cards-"business cards" for resource parents that describe the benefits of fostering, dates of orientations and contact information for recruiter
- Candy bar "Got Suggestions or Connections?"
  campaign-given to child welfare staff so that they can assist with recruitment
- Adoptive/Foster parent Cultivation Policyengaging/supporting prospective adoptive/foster parents from the first phone call through licensure
- Total revision of our website www.fostercare4kids.com
- Face book-developed with the assistance of a community member who attended a recruitment ever

## Appreciation plaque





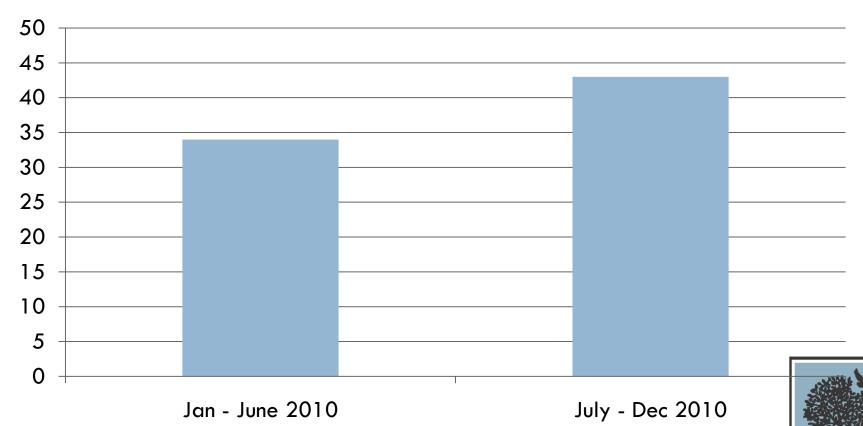
# Got Suggestions or Connections campaign





### S/T Outcome 1: Increase Recruitment

#### **Attended Orientation**



## Retention and Support

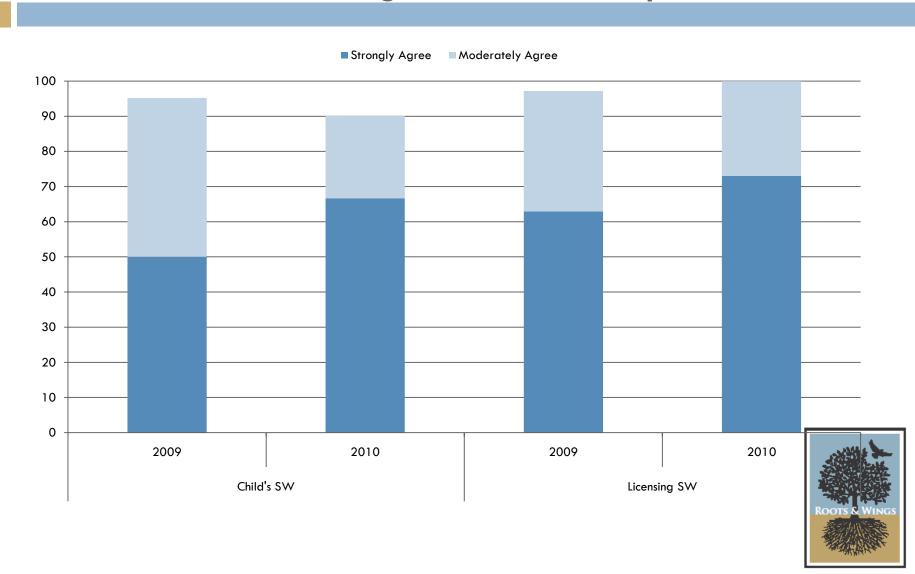
- Resource Family Liaisons working in Family Resource
  Centers located in high removal areas
  - Welcome baskets delivered at the time of first placement
  - Monthly call to every resource family offering support and assistance
  - Standardized Needs Assessment
  - One on one parenting education/support
  - Family fund days at the centers-support/recruitment events at the family resource centers

### Retention and Support

- Volunteers (Wings)-Resource parents are identifying needs of children in their care and Liaisons are recruiting and screening volunteers
- Coffee Connections-supportive monthly meetings for resource parents, particularly relatives and NRFERMs, who have recently had a child placed in their care; on-site childcare is provided

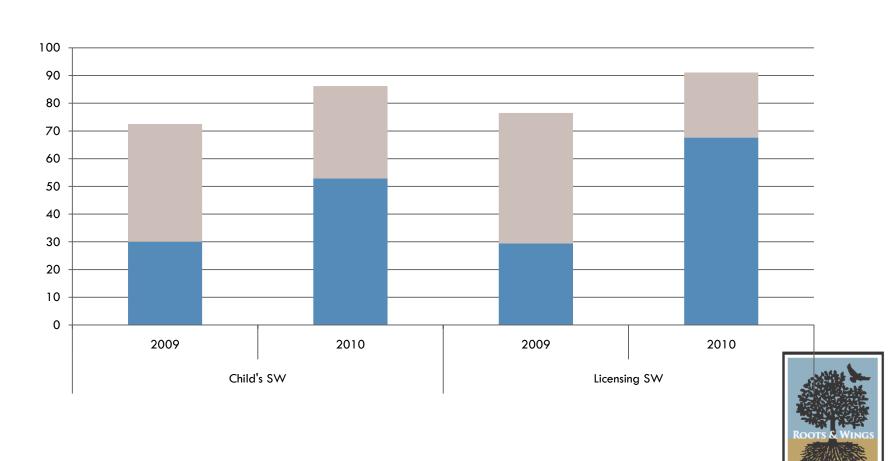


# Increase Retention/Caregiver Satisfaction: Worker treats caregiver with respect?

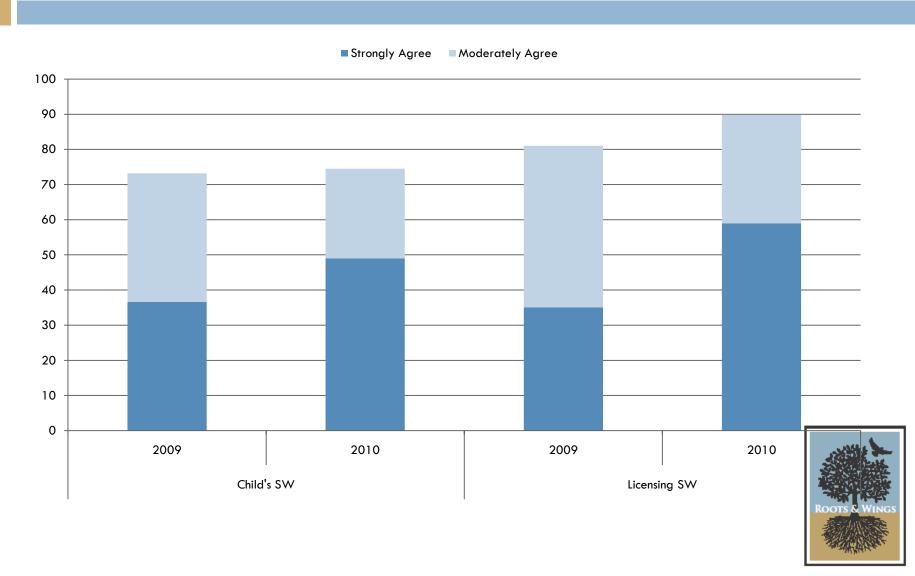


# Increase Retention/Caregiver Satisfaction: Worker returns calls within 2 business days?

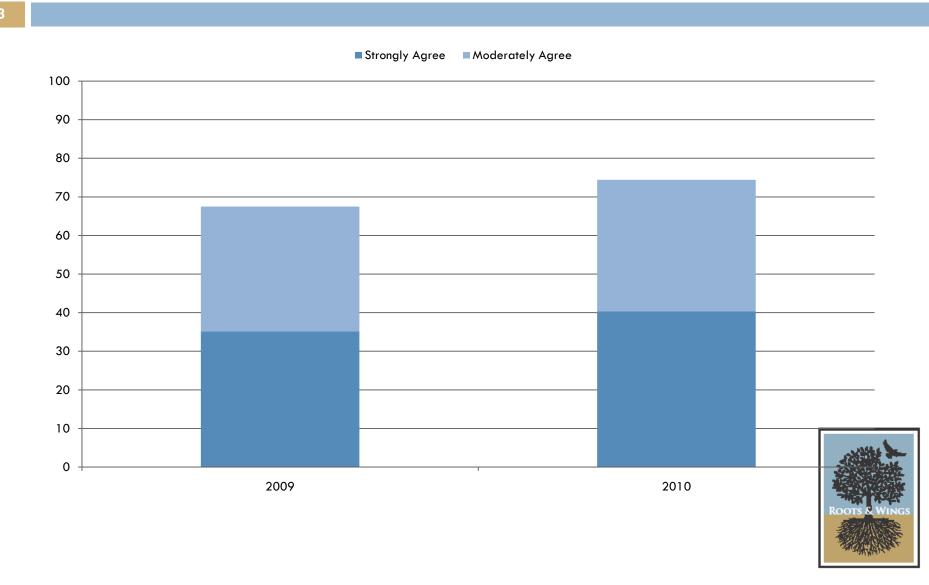




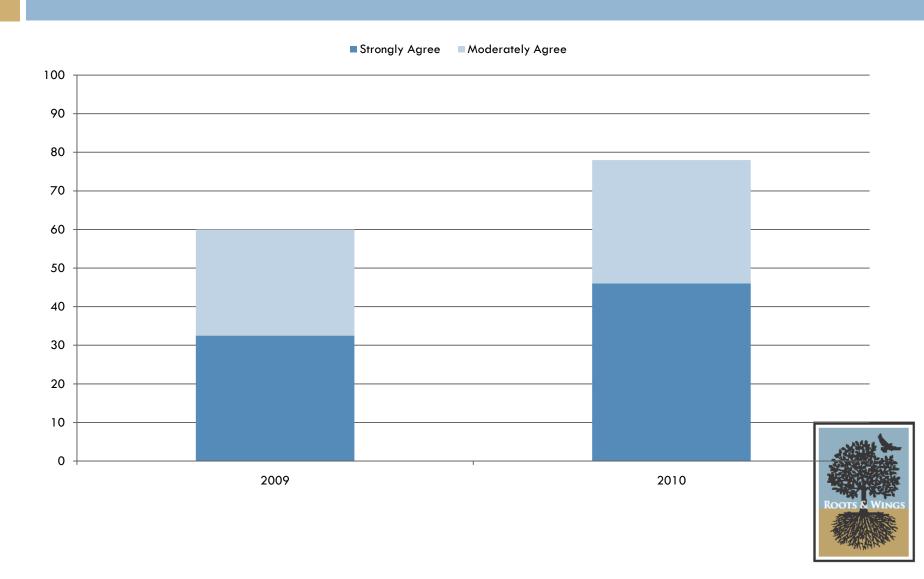
# Increase Retention/Caregiver Satisfaction: Got my questions answered?



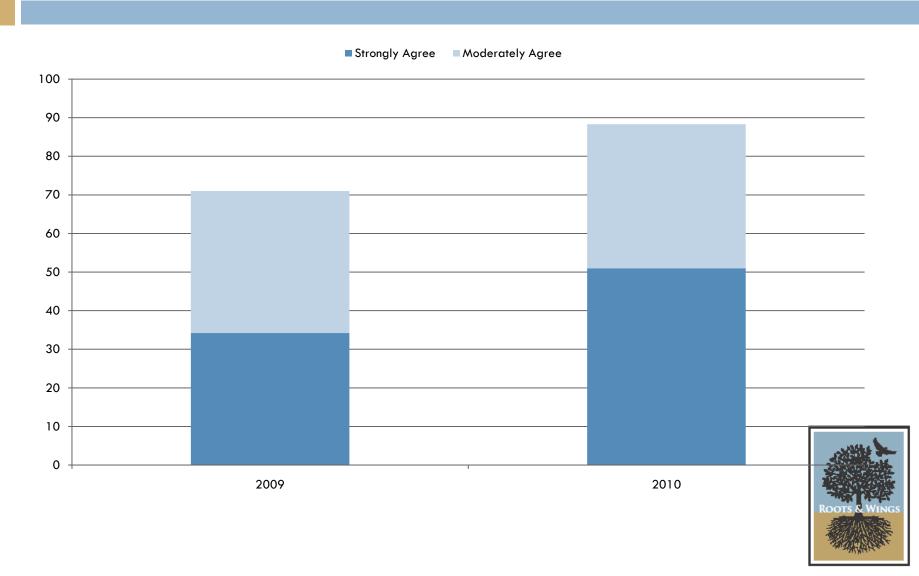
# Increase Retention/Caregiver Satisfaction: Received enough information about child at placement?



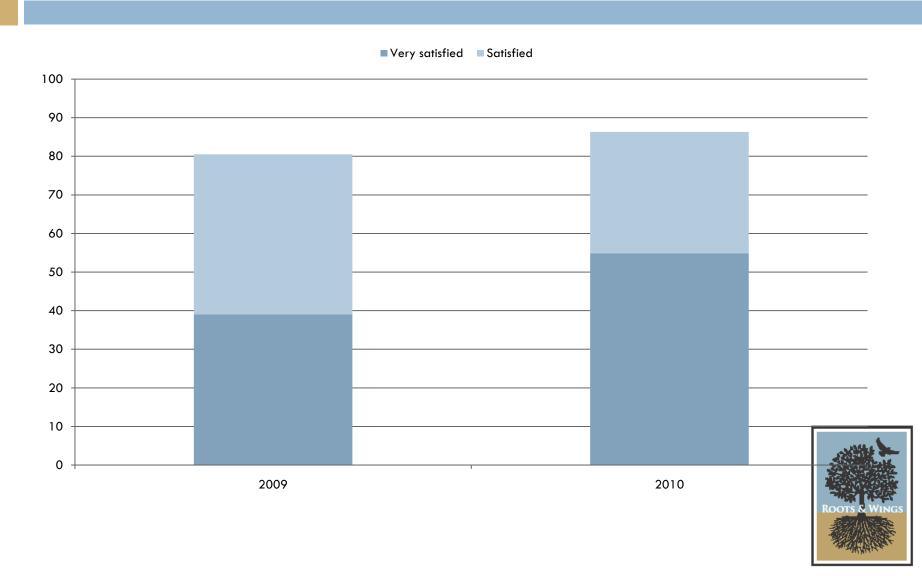
# Increase Retention/Caregiver Satisfaction: Feel adequately involved in case planning?



# Increase Retention: Received adequate information about concurrent planning?



# Increased Retention/Caregiver Satisfaction: Overall satisfied with role as caregiver?



## Timely Permanency

- Social Worker gathering family information at all detention hearings using a standardized form (which includes a family tree)
- Concurrent Planning Tool-consists of six items that workers sum to reach a classification of being not likely to reunify within six months
- ½ time Permanency Partner-performing child specific recruitment on youth ages 11 and over who have been in care 18 months or longer and do not have a viable permanent plan
- Development of Permanency Field Guide for social workers- outlining the steps of child specific recruitment

## Timely Permanency

- Permanency Consult Group-discuss youth who do not have a viable permanent plan
- Permanency Workgroup-guides permanency efforts and addresses systems challenges related to achieving permanency for youth
- Video Project-incorporating the voices of youth into their child welfare records and ultimately into their recruitment efforts; helps prepare youth for permanency

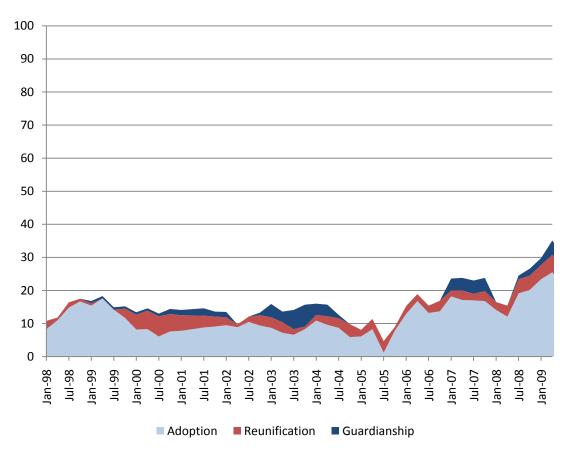
## Timely Permanency

- Values discussion/training on the tension between concurrent planning and family reunification and how that relates to the implementation of permanency practices; incorporates the concept of shared parenting
- Promote communication between Adoptions staff and Family Reunification workers at regularly scheduled meetings
- Train all staff on role of Adoptions worker as a "secondary" worker



## L/T Outcome 1: Reduced time to permanency

Measure B: Percent of all children in care 24+ months on first day of year, in permanent home by last day of year, showing type of permanent home



Possibility of seeing changes due to R&W: Q2 2011



### Challenges

- Implementing system change during severe staff reductions
- Courts resistance to photolisting
- Dual licensure-competing timelines and need for placements



### Lessons Learned

- The need to clarify data source gaps earlier so we could have moved more quickly on developing data sources and getting a baseline for some indicators
- The need to have evaluation and program work more closely together from the beginning
- Response to requests for community presentationsneed for a personal contact
- More hours for Permanency Partner



## Next Steps

- Customer service plan
  - Have you thanked a resource parent today? campaign
  - Guided discussions with child welfare staff and resource parents
    - Document key agreements and lessons learned in a "Guide to Working with Resource Families in Santa Cruz"
- Broaden photolisting orders for youth
- Develop caregivers guide to permanencypreparing families for permanency



## Next Steps

- Development of a permanency folder for social workers to include;
  - Permanency Guiding principles
  - Definition of permanency
  - Permanency "cheat sheets"
  - 10 Tasks of Adolescence/40 Developmental Assests/6 Needs of Mourning

